

## Chapter 2

# Operational Plan Achievements

Council continued to deliver services with milestone achievements across our social, economic, environmental and civic leadership quadruple bottom-line.











## Social

### **Stronger Community Fund Boosting the Northern Beaches**

The Stronger Communities Fund was established by the NSW Government as part of the government's 'Fit for the Future' reform program, in which a total of \$15 million was made available to the Northern Beaches community.

Included in the funding was \$1 million for a grants program. Eligible organisations were invited to apply for the grants with the maximum amount of \$50,000, and a minimum of \$5,000, for projects that would develop more vibrant, sustainable and inclusive local communities. Specifically, the funding will contribute to projects: within the disability sector; programs for people at risk; the environment; arts and culture; and programs that enhance social participation for children and adults.

There were two funding allocation rounds. In the first round of grants, 25 community organisations were successful including Sunnyfield at Frenchs Forest. Sunnyfield received \$37,475 for technology-driven courses for people with a disability to better integrate in education, employment and social settings.

The second round funded 28 projects including the establishment of Wheelchair Rugby League on the Northern Beaches which will enable athletes with a disability to compete with able-bodied players.

### **Multi-million Dollar Investment Connecting Northern Beaches**

Northern Beaches Council is delivering this once in a lifetime project as part of a \$32.6 million infrastructure investment partnership with the NSW Government.

Connecting Northern Beaches comprises two major programs. The first is a \$22.3 million program focused on integrating active walking paths and cycleways that link to B-Line transport hubs and services.

The second is a \$10.3 million inclusive and active play program this features the creation of two new major playgrounds, upgrades to play areas across the Northern Beaches to make them more inclusive, and \$4 million for sporting facilities and Surf Lifesaving Clubs to promote the Northern Beaches as an active, social and inclusive community.

### **Disability Inclusion Action Plan**

To overcome some of the disadvantages that people with a disability face every day, the NSW Government introduced new legislation in 2014 that requires all government agencies, including



councils, to produce a Disability Inclusion Action Plan by July 2017.

Council's first Disability Inclusion Action Plan (DIAP) was adopted at the 27 June 2017 Council meeting. Nineteen strategies and 78 actions will be implemented over the four year life of the plan. The plan identifies \$20 million worth of capital expenditure projects proposed for 2017/18 that have a strong focus on making improvements to access and creating an inclusive and accessible community.

### **National Disability Insurance Scheme (NDIS) Expo**

Two National Disability Insurance Scheme (NDIS) Expos were held in November and March. The Expos provided people with disability and their carers opportunities to meet service providers, learn more information about the NDIS and assist in creating an NDIS plan. The events were well attended by approximately 60 service providers and over 200 attendees.

### **Community Centres**

Over 600 regular clients conducted a variety of activities across Council's 41 Community Centres with over 1 million people attending recreational and educational activities as well as social functions.

### **Family Services**

The Adolescent and Family Counselling Service was accessed by 121 families. Manly Meals on Wheels delivered 18,420 meals to 256 clients in their homes.

Community lunches aimed at reducing social isolation were held in Seaforth (monthly), St Matthews Church (weekly) and Manly Senior Citizens Centre (weekly) with a total of 1,920 lunches served.

### **Volunteering Program**

Volunteers are invaluable members of the community, providing support to fellow community members, helping to protect the environment and organising events and activities that strengthen the culture and social cohesion of the Northern Beaches community. Over 1,000 volunteers supported a range of Council services and projects throughout the year including Bushcare, Meals on Wheels, environmental projects, major events, art exhibitions and libraries.

### **Hop Skip & Jump Bus**

The popular Hop Skip and & Jump Bus provided free community travel to 353,234 passengers.

The Hop, Skip & Jump community mini buses are a free sustainable transport initiative that encourages people out of their cars. The bus routes interchange at the Stockland Shopping Centre in Condamine Street, Balgowlah and run to Manly, Seaforth, Balgowlah Heights and to North Balgowlah, Mondays to Fridays.

### **Youth and Families**

The inaugural 'Young Minds Big Ideas' Youth Conference for young social entrepreneurs was held 29 – 31 July 2016 with 50 young people attending. The weekend conference provided participants with insights into creating a social enterprise business. Teams of young people 'pitched' their ideas to a panel of business and social enterprise experts.

Youth Week 2017 was a great success. Activities included: a regional music festival attracting 2,000 young people; a band competition and finals night with a sold-out audience; and a skateboarding competition at Mona Vale Skate Park. An exhibition of skateboard art, ArtDecko, was held at the Creative Art Space and was viewed by hundreds of people.

The Youth Shoebox Project was designed by young people wanting to create an opportunity for the community to share the Christmas spirit with marginalised young people. The community's generosity was displayed with over 300 boxes donated to local youth services including The Burdekin Association, Mission Australia and Taldumande Youth Services.

### **Seniors Festival**

Senior citizens enjoyed the Northern Beaches Council Seniors Festival which was held from 3 - 24 March 2017.

The theme of the festival was 'Inclusive Community'. More than 50 community groups and organisations worked with Council to deliver an exciting Festival with more than 150 events that catered for a wide range of interests, including workshops on active living, cooking and kayaking.

### **Manly Andrew 'Boy' Charlton Aquatic Centre (MABC)**

The redeveloped MABC opened its doors on 13 August, 2016. With new facilities including a gym, group exercise room, program pool, indoor 25m pool and a leisure pool. The community celebrated the new facility with over 3,500 visitors attending its opening day.

The facility won the Sporting Facility category at the 2016 Master Builders Association Excellence in Construction Awards. Council has been able to deliver a range of programs and membership

options. A highlight has been the commencement and growth of the swim school with over 1,100 children enrolled in the program and over 300 swim classes delivered each week. A squad swimming program for all ages is also offered to over 170 participants.

Gym memberships have experienced strong growth with over 350 health assessments and fitness programs provided to members. This has led to additional class offerings with 38 combined group fitness and aqua classes provided each week for members and casual visitors. These include pump, boxing, yoga, pilates and spin classes.

Thirty-two school swimming carnivals were held at MABC between February and March and over 300 high school children attended a swim survival skills program run by MABC swim teachers.

Overall MABC has experienced over 405,000 visitations.

The MABC provides an alternative disability user entry point to assist patrons with physical disabilities.

### **Warringah Aquatic Centre (WAC)**

During the year, WAC underwent significant upgrades to its outdoor areas, including landscaped gardens, outdoor gym equipment and the construction of a splash pad within the existing 25m outdoor pool. The improvements have been welcomed by the 300,000 people who attended the facility in 2016/17. Additional recreational opportunities were offered with the giant inflatable play structures available monthly and also available for birthday parties.

A highlight for WAC is the carnival season, as the facility holds up to 1,000 school children cheering on their classmate and friends. This year, forty-two carnivals were held, predominately in February and March, in a mix of short and long course formats.

### **Beach Services**

Northern Beaches Council has the responsibility of ensuring the safety of visitors to our many beaches. We provide beach patrols, lifesaving services, water safety education and regulatory services from Manly Beach to North Palm Beach. This season was particularly busy with over 8.3 million visitors. Over the entire 21 patrolled beaches, Council Lifeguards responded to hazardous situations by performing over 500,000 preventative actions. There were 1,300 rescues performed to assist swimmers in various difficult situations.

Council's professional Lifeguard team provides services from Manly Beach to North Narrabeen Beach. In addition to Council's professional Lifeguard team, Council contract-managed professional lifeguard services from Warriewood Beach to North Palm Beach.

The Beach Services team has also integrated its Lifeguard teams to provide consistent methods of risk management, improved utilisation of staff, improvements to equipment, and better use of technology to improve the speed and quality of communication and reporting.

### **Children's Services**

The Children's Services team had a busy year working with a larger group of services to deliver high-quality child-care in partnership with our families. Over 4,000 children access Council's long day care, pre-school, family day care, vacation care and occasional care services.

Children's Services supported 42 children and families with additional needs across services providing inclusive programs for children aged 6 weeks to 13 years. There were 16 families that received financial support from Government or other agencies so children could receive quality education and care while parents worked or attended a training course. Additional funding also provided education and care for 27 children at risk or from families suffering financial hardship.

Three long day care centres were successful in applying for inclusion in the app-based Early Learning Languages Australia (ELLA) program. ELLA is a fun and easy digital language program for pre-school children. It is an Australian Government initiative aimed at encouraging more students to learn languages in later years. Children have been having fun expanding their knowledge of how language works and applying these skills to other literacy tasks.

### **Manly Art Gallery and Museum**

Manly Art Gallery and Museum hosted a number of outstanding exhibitions and provided creative and cultural services to the community, welcoming 108,000 visitors during 2016/17.

The Manly Arts Festival was held from 16 - 30 September 2016 and is part of the program of cultural and creative arts on the Northern Beaches. The Festival offered a range of events at studios, Manly Art Gallery and Museum and the Creative Space. This year, the Festival attracted approximately 15,000 attendees.



### **Manly Jazz**

The 39th Manly Jazz event was held over the October long weekend (1-3 October 2016) with performances in multiple indoor and outdoor venues, including major stages set alongside Manly Beach. Manly Jazz attracted over 114,000 visitors. Audiences were delighted with a diverse range of entertainment events showcasing renowned performers as well as up-and-coming musicians. A pop-up wine garden in Manly Corso added to the atmosphere as visitors enjoyed refreshments in the sunshine while listening to great live music.

### **World Food Markets**

World Food Markets were held at Gilbert Park, Manly, on Friday nights from 13 January to 31 March, and provided a relaxed family-friendly atmosphere.

Visitors to the World Food Markets enjoyed taste sensations from around the globe while taking in the free outdoor musical entertainment including funk, soul disco, rhythm and blues, and Motown classics.

### **Taste of Manly 2017**

The 31st Taste of Manly event was held on 27 - 28 May, 2017. The event featured over 20 wine and beer stalls, 19 local restaurant food stalls and four live music stages set alongside Manly beachfront and within The Corso. This year a venue program was introduced in which local businesses offered a special food or drink deal within an extended festival program (19 - 28 May). A record crowd of over 100,000 people visited the event.

### **ANZAC Day Events**

ANZAC Day was commemorated throughout the Northern Beaches, and all services and marches were well attended by members of the community. At Manly War Memorial, a Dawn Service of Remembrance was held, followed by the official Commemoration Service and March. A March was also held at Berry Reserve, Narrabeen, and Dawn Services were held at Manly Dam and Dee Why Beach.

### **Remembrance Day**

Remembrance Day ceremonies were held at both Manly Dam and Manly War Memorial. A short ceremony was also held at the Ivanhoe Park War Memorial in Manly prior to the commencement of the Manly War Memorial ceremony in recognition of restoration works undertaken to the historic monument. All ceremonies were well attended by members of the community.

### **International Women's Day**

On 8 March 2017, a fundraising breakfast event was held to celebrate International Women's Day at Manly Golf Club. Over 100 guests heard from special guest speaker Josephine Cashman of Big River Impact Investing. Ticket and raffle proceeds went to Big River Impact Foundation which provides economic empowerment to Indigenous communities.

### **Walter Gors Park Opening**

The official opening of Walter Gors Park, Dee Why, was held on 11 April 2017. The park has received a significant amount of positive feedback from the community who enjoy its central location and mix of facilities for all age groups.

The park is now three times its original size and includes a large grassed area, children's playground, nature play area, community herb garden, outdoor fitness and kitchen area, improved seating, accessible toilets and a water feature.

The new space has been designed to accommodate a range of formal and informal community events. It also boasts a number of environmental benefits including water recycling and the planting of a significant number of trees and plants.

### **Australian Open of Surfing**

Council hosted the 2017 Australian Open of Surfing events on Manly Beach from 25 February to 5 March. More than 200,000 people attended Manly Beach over nine days, with an associated visitor spend estimated to be well in excess of \$2.5 million.

Manly was also the first stop of the 2017 Vans Park Series (VPS) World Championships of Skateboarding tour, a new partnership event between Vans and the Australian Open of Surfing.

### **'Midget' Farrelly Will Forever Surf At Manly Beach**

Council commemorated the life and career of legendary surfing identity Bernard "Midget" Farrelly with a special memorial plaque overlooking Manly Beach, where he triumphed as the first ever world surfing champion in 1964.

The 700mm-diameter cast bronze plaque features a memorable photograph of Mr Farrelly competing in the 1964 World Surfboard Riding Championships. The plaque was unveiled by former NSW Premier Mike Baird during the Australian Open of Surfing at North Steyne. The plaque sits adjacent to the ceremonial stairs overlooking Manly Beach, opposite The Corso.

### Brookvale Show

This year, the Brookvale Show was attended by over 15,000 visitors who enjoyed the free entry, entertainment, rides, diverse food and circus-themed shows. The rides and amusements were very popular as well as the new extended time of 12 noon - 8pm, the day's events culminating in an evening aerial trapeze and fireworks finale.

### Christmas Events 2016

The annual Christmas Choral Concert was held at Manly Oval on 8 December 2016. Over 10,000 people gathered to sing along to carols performed by local artists and a 100-person-strong community choir. A visit from Santa and a brilliant fireworks display concluded the evening.

### New Year's Eve 2016

Supported by Council in partnership with local businesses, the New Year was welcomed with impressive fireworks displays at Manly Cove, Dee Why Beach and Pittwater. Thousands of residents and visitors gathered at the various foreshore areas to celebrate the New Year.

### Australia Day Events

Australia Day was celebrated across the Northern Beaches with a range of events. At Newport Beach, people enjoyed rides, games, beach activities and a hot breakfast. Warringah Aquatic Centre hosted a pool party with a pool-side DJ, aqua disco, giant inflatable ride and face painting. At Dee Why Beach, there was a car show, camel rides, thong-throwing competitions, face painting, hot breakfast and stage entertainment. Lakeside Park, North Narrabeen was a perfect setting for a barbecue breakfast, amusements, water rides, lawn games, face painting, a thong-throwing competition and stage entertainment. At Manly, 52 new citizens were welcomed at a Citizenship Ceremony, and the Northern Beaches Australia Day Awards were presented.

### Vietnam Veterans' Day

Vietnam Veterans' Day, held on 18 August, commemorates those who served our nation during the conflict in Vietnam. In conjunction with the NSW National Servicemen's Association and Affiliates Inc, Sydney Northern Beaches Sub-Branch, Northern Beaches Council hosted a Vietnam Veterans' Day commemoration ceremony at Manly War Memorial, which was attended by approximately 400 people.

### Warringah Art Prize

The Warringah Art Prize is the Northern Beaches' most prestigious art competition. The categories include General, Small Sculpture (new), Youth and Waste-to-Art across two exhibitions. There were 550 submissions and 157 pieces were selected for exhibition. Over 1,600 visitors attended the exhibition.

### Northern Beaches Library Service

Council operates six libraries located at Mona Vale, Dee Why, Belrose, Forestville, Warringah Mall and Manly. The service also provides financial and resource support to five community libraries located at Terrey Hills, Avalon, Seaford, Harbord and the Booklovers Club at Narrabeen to manage and develop their collections.

People are increasingly using libraries as community spaces as they visit and use their own electronic devices. Recognising this trend, the new Glen Street Library which opened in June 2017 was annexed to Glen Street Theatre to create a community hub providing better spaces for group study, reading and community meetings. Dee Why Library was also refurbished to provide contemporary study and research spaces complete with meeting rooms for people using their own electronic devices, new modular lounges as well as a revitalised family history workspace. In the coming financial year, Council will also refurbish Mona Vale and Forestville Libraries to meet the increasing community demand for social and study spaces.

### Memberships

Library memberships increased by approximately 25% through the year, boosted with the opening of the Glen Street Library. At the end of June, membership numbered 175,000 which equates to 67% of the community. The increase in memberships was reflected in over 1.2 million visits through all the libraries and increases in library borrowings.

### Library Programs

There were 1,243 library programs delivered through the year to 43,145 people. They ranged from reading programs such as the Summer Reading Program, organised author talks, assistance programs for seniors with new technologies, Family History Fridays, an introduction to creative writing and memoir writing workshops, programs for youth as well as the regular children's story time and rhyme time sessions. Some of the highlights through the year included the HSC Lock In sessions, Young Writers Program, the Manly Library Zine Fair and the Artists Book Awards. All school holidays were



also well catered for with a variety of programs for children and youth from robotics and coding to a range of craft sessions such as beading, comic book wallet making and Easter egg decorating.

#### **Library Customer Satisfaction**

There is a high level of satisfaction with the library service. In library surveys, 91% of all customers reported satisfaction with the assistance provided. Of these 85% were either 'satisfied' or 'very satisfied' with the Northern Beaches Library Service. For library programs, 95% of attendees rated the programs as 'good' or 'outstanding'.

#### **Home Library Service**

Home Library Services continued to be an important and utilised service for 219 customers which is a 61% increase from 1 January 2017.

#### **Library Volunteers**

Volunteers continue to provide invaluable support to the library service and the number of volunteers increased in one year by 141%. This year, 224 volunteers contributed to areas in service such as the Home Library Service and local studies research.

#### **Sports Planning, Bookings and Usage Fees**

Council has been working collaboratively with local sports groups to develop a consistent approach to the management of sports grounds and facilities. A single allocation process and sports user fee were initiated for the summer sports season 2016/17 across the Northern Beaches.

Council has also implemented a consistent approach to update the availability of sportsfields in periods of wet weather across the region.

#### **Sports Strategy**

Sport and recreation are a central part of the lives of residents. However, our sportsfields are under increasing pressure, with growing participation rates and deteriorating field conditions.

Council has reviewed options for better provision and utilisation of sportsfields. A draft strategy sets out a proposed 15-year plan to provide a single approach to the management and long-term planning of sporting facilities on the Northern Beaches.

#### **Sportsfields - Lighting Improvements**

Sportsfield floodlighting upgrades have been carried out at Seaforth Oval, Lionel Watts Reserve, Hews Parade Belrose and Killarney Oval.

#### **Field and Facilities Improvements**

A fully automated irrigation system has been installed at the sportsfields at Warriewood Valley Sportsground; which will improve the playability of the surfaces, particularly in the summer period.

New subsoil drainage systems were installed at Lionel Watts Reserve, Belrose and Porter Reserve, Newport. This will assist in improving the quality of the sportsfield playing surfaces in wet weather periods.

New cricket nets and practice pitches have been installed at Kitchener Park, Mona Vale.

Contracts relating to maintenance of irrigation assets, the provision of mowing services and turf wicket maintenance across the region have been consolidated.

#### **Sporting Group Capital Assistance Grants**

Four projects were funded by Sporting Group Capital Assistance Grants - for floodlighting upgrade at Hews Parade; lighting at Beverly Job Park Narrabeena tennis courts; a multipurpose scoreboard for rugby at Forestville War Memorial Playing Fields; and new golf practice nets at Long Reef Golf Course.

#### **Parks and Playgrounds**

Refurbishment of the northern section of the play area at Weroona Park, Fairlight, was completed where works included landscaping and new furniture, two new slides and natural climbing features. The Bert Payne Playground at Newport was completed, this inclusive playground providing equal opportunity for people of all-abilities to participate in play. New playgrounds have also been installed at Village Park, Mona Vale and Passmore Reserve, Manly Vale.

The playground at Wandella Reserve, Allambie Heights, was also upgraded, utilising a natural creek setting to create a vibrant, accessible and inclusive play space.

The Wingara Reserve Playground, Belrose, is now an accessible and inclusive playground which provides an exciting and fun play experience.

The completion of a purpose built off-leash dog park at the Forestville War Memorial Playing Fields has proved to be very popular with the local community.

An upgrade of Kambora Reserve, Davidson, now provides accessible pathways connecting Borgnis Street and Kambora Avenue, new gardens and addresses erosion issues.

A pod of dynamic exercise equipment was

installed at Bilarong Reserve, North Narrabeen.

Picnic shelters were installed at Governor Phillip Park, Palm Beach, to provide all weather protection.

### **Tracks and Networks**

The Bicentennial Coastal Walkway path has been resurfaced at Curl Curl and Dee Why Headland.

Griffith Park trails works were completed, providing accessible connections between Long Reef Beach, Pittwater Road and the headland trail.

The Narrabeen Lagoon multi-use access trail was upgraded to accommodate the increased usage.

### **Skate Parks and Youth Facilities**

A new street skate facility was opened at St Matthews Farm Reserve, Cromer, in March. The facility has been built into the existing grass mounds and includes a number of 'skateable' elements including stairs, 'hubbas', 'euro gaps' and a spine ramp. The surrounding area has also been developed with seating, landscaping and a multiuse half-basketball court.

Works were undertaken to improve the condition and surface of the skate park at Forestville War Memorial Playing Fields. The smooth, new colourful surface has proved popular with the local skaters.

A new skate park in Kitchener Park, Mona Vale, was opened in September. The skate park caters for skateboard, BMX, scooter users and roller-skaters and promotes youth involvement in recreational and social activities and events. It includes a vert ramp, beginners skate pool, a new shared entry skate pool and an entry plaza, central refuge and viewing area.

Over 1,500 people attended the opening of the new skate park and skaters and their families enjoyed a range of activities including demos by pro skaters, outdoor games, competitions with prizes, a free barbecue and a local DJ.

### **Foreshores and Rock Pools**

The Little Manly boat storage area relocation and refurbishment was completed in December. This project has provided additional boat storage for the local community and improved the amenity of the area.

The installation of 80m long secant concrete pile seawall in front of the existing seawall at the south end of South Curl Curl Beach mitigates the risk to Carrington Parade and South Curl Curl Beach car park caused by large wave and storm events.

The recently installed seawall at Fisherman's Beach, Collaroy, has provided protection to the car park following June 2016 storm event.

The carpark at Bilarong Reserve, Narrabeen, was upgraded to accommodate the increased patronage of the reserve.

### **Trees**

A collection of 28 tree species, identified as suitable for tree planting in Manly, has been planted in Manly West Park. Residents can view and choose suitable trees to be planted in their street.





## Economic

### Easy-to-do Business Program

In April 2017, Council joined the NSW Government's innovative 'Easy to do Business Program'. Northern Beaches Council is one of four councils across NSW participating in the pilot program, which will make it easier for businesses to open or expand a new bar, café or restaurant in our area. This program is reducing red tape and streamlining application process across government tiers and providing a one-stop-shop for businesses. There has been a strong level of interest in this initiative with 17 local businesses already signed-up and a further 40 businesses expressing interest.

### B-Line Bus Service

Council is advocating on behalf of the Northern Beaches community with the NSW Government to deliver transport improvements for the Northern Beaches. This will include infrastructure improvements to deliver a new B-Line bus service which is scheduled to start operating in late 2017.

The B-Line will provide more frequent bus services for commuters travelling between Newport and the Sydney CBD. There will be six commuter car parks as well as bicycle parking to encourage people to 'park and ride'. The car parks are located at Mona Vale, Warriewood, Narrabeen, Dee Why, Brookvale and Manly Vale and can accommodate around 900 vehicles.

### Civil Infrastructure

Council maintains a large network of civil infrastructure assets including over 850km of roads and an extensive network of footpaths, cycleways and shared paths. Civil infrastructure also includes traffic and street name signs, stormwater drainage, gross pollutant traps, kerbs and gutters and other associated structures within the road reserve such as stairs, handrails and retaining walls. Council conducts a regular inspection and maintenance program and receives over 10,000 maintenance requests per year. These requests are inspected and responded to using a risk management approach. Higher priority works are completed in priority order with available resources.

### Major Projects

The MacPherson Street Bridge project is a \$10 million upgrade to MacPherson Street between Boondah Road and Warriewood Road in order to eliminate flooding of this portion of MacPherson Street, as outlined in the Warriewood Land Release Strategy. Funded by Section 94 Contributions, the works include raising the road, the construction of a bridge over Narrabeen Creek and installing nine box culverts designed to convey



peak flood flows under a critical collector road. The associated roadworks will also provide improved traffic and pedestrian services.

The works on Warriewood Road will be completed in 2018.

Church Point upgrade works continue to progress with the installation of rock anchors to restrain the seawall completed and back-fill works behind the seawall now commenced.

The new Church Point car park will not only improve parking but improve public amenity and safety for both vehicles and off-shore boating users.

#### **Road, Footpath, Kerb and Gutter, and Drainage Works**

Council has completed an extensive road resurfacing and kerb and gutter construction program across the region with

- 16.5km of road resurfaced,
- 232m of damaged kerb and gutter replaced and
- 1,164m of new kerb and gutter installed.

Priority locations for new footpath and footpath repairs were also identified with 3,400m of footpath repaired and 2,682m of new footpath installed. In addition, over 360m of shared bike/pedestrian access path was completed including 210m between Condamine Street and Sloane Crescent, Allambie Heights linking up with existing bicycle routes throughout the area. A 150m shared path was also constructed in Eileen Street, North Balgowlah.

#### **Traffic Facilities and Improved Pedestrian Access**

A number of new traffic facilities were installed throughout the year to improve traffic flow and road safety, including new roundabouts at the intersection of Cabbage Tree Road and Samuel Street, Mona Vale, and Garden Street and Macpherson Street, Warriewood. A 40km per hour speed limit High Pedestrian Activity Area was constructed at Barrenjoey Road, Palm Beach.

In addition, a number of pedestrian refuges were constructed in Balgowlah; a pedestrian crossing was installed at Grace Avenue, Frenchs Forest and Namoona Street, North Narabeen; a school crossing and wombat cross were installed at Freshwater; and a traffic splitter island was established at Bareena Drive, Balgowlah Heights. The installation of guardrail barriers at Balgowlah Road opposite Francis Street and a section at the corner in West Street, Balgowlah Heights was also completed.

Major pedestrian access works were completed in Freshwater, with the completion of the pathway and stairs between Bridge Street and Undercliff Road. In addition, a number of Pedestrian Access and Mobility Plan's (PAMP) were completed including for Avalon and Manly Beach. These strategic documents will assist Council in establishing future priority projects to improve pedestrian access.

#### **Car Park Improvements**

Council's renewal program for car parks, which included resurfacing, patching and line marking, was completed with works undertaken at the following locations:

- Melwood Oval (Forestville sportsfield) car park, Forestville
- Curl Curl Beach (mid) car park, Curl Curl
- Long Reef Headland car park, Collaroy
- Bilarong Reserve car park, Narrabeen
- Mona Vale Beach car park, Mona Vale
- The Boulevarde car park, Newport
- Narrabeen and McKillop park, Freshwater
- Cromer Depot car park, Cromer

Shared road line marking and signage was also installed for motorists and cyclists on Pittwater Road, Church Point, from Mona Vale Road to McCarrs Creek Road. A speed hump was installed at the exit of Lagoon Street car park, Narrabeen.

Council continues to operate four parking stations and a number of metered parking facilities across the Northern Beaches area. Additionally, the newly opened Police Citizens Youth Club (PCYC) car park in Dee Why now provides 348 additional car spaces including 120 commuter parking spaces associated with the new B-Line bus service. The remaining parking spots will service PCYC visitors and also allow Council to offer free three-hour parking and \$5.00 all-day parking.

#### **Active Travel and Alternative Transport**

In an effort to encourage alternative transport, bus stop improvement works were completed at 11 bus stops at Belrose, Dee Why, Collaroy, Brookvale; Allambie Heights and Queenscliff.

To meet the growing demand for bicycle parking, new bike-rack facilities were installed at various locations across the Northern Beaches including Lagoon Park, Keirle Park, Queenscliff Surf Club, North Steyne Surf Club, Shelly Beach, Marine Parade, East Esplanade, West Esplanade, Manly Library and Wentworth Street, Manly.

A bicycle wayfinding (signposting) strategy was developed in March 2017. This provides a holistic strategy for wayfinding across the Northern Beaches area. So far, over 200 wayfinding signs have been installed at more than 30 locations.

### **Parking Demand Management**

In response to a request from local businesses located in Newport, Council developed and exhibited a West Newport Parking Demand Strategy. The strategy document identified the parking needs of local shops, and addressed a range of pressures on parking in this area. The strategies will be implemented over the next few years and deliver benefits to local businesses and employment opportunities in the local community and will also encourage modal shifts from car to active or sustainable modes of travel.

### **New Ingleside Community**

In partnership with Department of Planning and Environment and Urban Growth NSW, Council has announced the release of land in Ingleside for sustainable urban development and conservation protection. Ingleside has been identified by the Department of Planning as a Priority Growth Area, and the land release includes a Structure Plan and Land Use and Infrastructure Strategy that will create a well-connected and diverse community within 30 kilometres of Sydney CBD. The Structure Plan was exhibited for public consultation and feedback from 2 December 2016 until 28 February 2017 with numerous community engagement activities to involve the community in the development of this exciting new precinct.

### **Emergency Management**

Local Emergency Management Committee (LEMC) meetings are held every four months. Council has prepared a draft Local Emergency Management Plan with input from all relevant members of the LEMC. The plan has been endorsed and is currently with the Regional Emergency Management Committee for final approval. The communications aspects of emergency management are currently under review seeking to harmonise Council's emergency management arrangements.

### **Northern Beaches Road Safety Program**

The Northern Beaches Road Safety Program is a joint partnership between the Roads and Maritime Service and Council. Projects for this year included a range of education campaigns targeting important road safety issues.

Child restraint checking days were hosted with over 140 free child restraints checks provided to ensure safe installation.

A series of Seniors' Road Safety presentations were held to encourage senior driver road safety. The annual Road Safety Calendar was launched in November 2016 with 6,500 calendars distributed through Council libraries and customer service centres.

A number of Learner Driver workshops were also hosted with over 50 participants attending.

The Plan B Drink Driving Campaign was also launched in December 2016 to encourage drivers to plan their return trip before going out and avoiding drink driving. A new "Slow Down in My Street" campaign was launched in March with bin stickers, letters to residents, police enforcement and variable message sign boards displayed in six local streets encouraging drivers to slow down.

Council worked closely with all local schools to improve road safety including conducting six road safety kindergarten orientations and regularly distributing road safety information for schools to promote in their school newsletters. This year four schools were supported in developing Transport Access Guides to promote safe walking, cycling and bus transport with an aim of reducing congestion around schools.

### **Bike Week**

During September over 25 events were delivered for cyclists of all ages and abilities to celebrate Bike Week and promote active transport. This included pop-up stalls, guided rides, bike skills and maintenance workshops held at various locations.

### **Environmental Compliance**

Significant work has been undertaken by Environmental Compliance staff to harmonise processes, procedures and approaches, including preparing a draft compliance and enforcement policy, which is currently on exhibition.

Scores on Doors, was rolled out across the region, making food hygiene star rating scores available to the public, with nearly 1,000 retail food businesses currently holding a star rating.

Staff investigated complaints concerning illegal building works and use, environmental and pollution matters, public health issues, barking dogs, dogs off leash and abandoned vehicles.

A number of proactive programs were delivered including food safety inspections, with 100% of mandatory high and medium risk inspections being completed; proactive Ranger and Parking Officer patrols; and monitoring of construction sites.

Certification services were provided, including meeting the high demand for swimming pool barrier compliance certificates.



The annual Dog Day By the Bay and Manly Dogs Day Out events were held to promote responsible pet ownership and to assist dog owners with issues they may be having, such as excessive barking.

#### **Dee Why Town Centre Upgrade**

The upgrade of Dee Why Town Centre continues to be delivered.

Detailed concept designs were developed for streetscape upgrades for Pittwater Road, Oaks Avenue and Howard Avenue and were presented to the community for consultation in November and December 2016 before being adopted by Council. Detailed construction plans are currently being finalised to enable construction to commence in these areas in 2017/18.

The Dee Why Town Centre upgrades include new road pavements, new footpaths, more trees and plants, new furniture, improved access, a pedestrian-friendly town centre and public art.

#### **Redman Road Dee Why Upgrade**

The upgrade of Redman Road Plaza is now well underway with an aim to create a vibrant and attractive public space in the heart of Dee Why Town Centre.

Demolition works and the upgrade to drainage infrastructure have been completed and the installation of services is also well underway.

The upgrade will result in a new paved pedestrian-friendly plaza, including elevated lighting which will make the plaza safe and attractive at night, as well as hanging gardens, seating, a water feature and public art. Works are expected to be completed in September/October 2017.

#### **Dee Why PCYC**

The Dee Why Town Centre community facility and car park was opened 29 June 2017.

The PCYC and community space includes two multi-purpose indoor courts, changing facilities, a youth space, function rooms, café and office space.

It delivers 120 commuter car parking spaces associated with the B-Line bus service and 228 additional car parking spaces for Dee Why across three levels, with some spaces having the capacity to charge electric vehicles.

#### **Completion of Oaks Avenue Stormwater Upgrade, Dee Why**

The installation of new stormwater infrastructure under Oaks Avenue was completed, marking a significant step in reducing the impact of

major flooding in Dee Why Town Centre. These works were identified as the highest priority in the Dee Why South Catchment Floodplain Risk Management Plan, and have involved installation of two 900mm diameter pipes side by side beneath Oaks Avenue, between Pittwater Road and the Woolworths location on Oaks Avenue.

Completion of the upgrade reduces the risk of severe flooding in the Dee Why South Catchment and Dee Why Town Centre, and creates improved sustainable development and more opportunities for outdoor trading.

#### **Manly Laneways**

The works to Manly laneways include upgrades to footpath paving, landscaping and general amenity in Whistler Street and Central Avenue, between Sydney Road and Raglan Street. A contract for the construction of these works was awarded in April 2017.

The revitalisation of this space will create an improved public area that is safe, and offers a friendly public space for the local community and will provide improved footpath pavements, street furniture and tree planting. Works are programmed for July to September 2017.

#### **Balgowlah Plaza Revitalisation**

The final plan for the revitalisation of Balgowlah Plaza was adopted at the March 2017 Council meeting and a contract for the construction of these works was awarded in May 2017.

The revitalisation of Balgowlah Plaza will create an improved public area that is safe, and offers a friendly space for the local community within the Balgowlah shopping precinct along Sydney Road. The project covering an area of approximately 560 square metres, will provide improved pavements, street furniture, lighting, useable public spaces for social interaction, events, stalls, retail pop-ups, gardens and tree planting. Works will commence in July 2017.

#### **Stronger Communities Program**

Works have commenced on the Connecting the Northern Beaches program which includes works on the iconic coastal walkway connecting Palm Beach to Manly as well as an extensive Council-wide cycleway and shared path network focused on the B-Line bus service.

Walkways connecting Narrabeen Park Parade through the Mona Vale Golf Course to Golf Avenue have been undertaken. Other works are currently being consulted and tendered for construction in 2017/18.

Cycleway and shared paths have been constructed adjacent to the B-Line bus stops and carparks in Brookvale (Warringah Mall) and Manly Vale.

Design works have been commenced for the Connecting All Through Play – Inclusive Play Program. This program includes two new major all-ability playgrounds at Manly Dam and Lionel Watts as well as upgrading playgrounds across the region to make them more inclusive. The delivery of these works is expected in 2017/18.

#### **Kimbriki Road / Mona Vale Road Intersection upgrade**

Works have commenced on the Kimbriki Road - Mona Vale Road intersection. This multi-year project has seen the clearing of the site, commencement of service adjustments and the construction of an access track for early works. The detailed design has been completed and tenders are expected to be called early 2017/18 for construction of this intersection upgrade.

#### **Marine Parade Amenity Building Upgrade**

The replacement of this amenity building following the June 2016 storm has been progressing. Council has demolished the remnants of the old structure, erected site fences, and developed the design of a new building, and obtained the necessary approvals. Works on site are expected to be completed in November 2017.







## Environmental

### **Pittwater Waterway Discussion Paper**

A Pittwater Waterway Strategy will be prepared to guide the future control and management of the Waterway. Initial needs analysis and external community consultation have been undertaken to manage competing pressures on the Waterway, both now and into the future. The Pittwater Waterway is highly valued for its varied marine biodiversity, delicate estuarine habitats, unique environment, recreation value, natural picturesque setting, contribution to the local economy and community and means of access to the offshore community. Following extensive community and stakeholder consultation, a Discussion Paper was prepared and adopted by Council in June 2017.

### **Frenchs Forest Town Centre**

Following the release of the Draft Hospital Precinct Structure Plan in November 2016, over 900 submissions were received. These submissions have been comprehensively reviewed and a revised Plan has been prepared to ensure the delivery of a new, vibrant and sustainable town centre supported by affordable housing, outdoor public spaces and a state of the art High School and Aquatic Centre. The revised Structure Plan will be reported to Council in August 2017.

### **Leadership on Affordable Housing**

Council adopted an Affordable Housing Policy at its meeting in May 2017. The Policy seeks to address the pressing issue of affordable housing on the Northern Beaches. There has been very strong community support for the draft Council policy, which was publicly exhibited in April, and it was recognised that Council has a significant role to play in the provision of affordable housing. This Policy brings together work undertaken by the three former Councils on this important issue.

The policy sets a 10% target for affordable rental housing in areas like Frenchs Forest and Ingleside where housing density will increase and further supports a commitment to targets above 10% where that is feasible.

### **Coast, Catchment and Estuary Management**

The East Coast Low storm event in June 2016 caused widespread damage across the Northern Beaches, including flooding at Narrabeen Lagoon, significant coastal erosion along Collaroy-Narrabeen Beach and damage to a range of coastal assets including public walkways at Fairy Bower and Palm Beach. Through liaison with the community and with experienced coastal engineers, Council has implemented long-term solutions and continues to work proactively with residents who are proposing coastal protection works.

Council has completed creek bank stabilisation works at Oxford Creek and Oxford Falls Road. During the June 2016 storm, flood waters damaged the creek bank and threatened to undermine the road. Upon completion of these stabilisation works, Council re-opened Oxford Falls Road. Further creek bank stabilisation works and riparian restoration at Deep Creek Reserve have also been completed.

Narrabeen Lagoon State Park has been expanded to include land parcels in the catchment and around the foreshore. Works are underway to enhance the foreshore reserves. These include foreshore bush regeneration, improvements to the multi-use trail and formalised watercraft storage to address issues of safety and reduce damage to riparian vegetation.

Water quality monitoring was carried out in several areas and included a program for Mullet and Cicada Glen Creeks at Ingleside prior to the land release. This will provide background information on the condition of the creeks prior to the land release. The lagoon water quality monitoring program was also successfully completed for the 2016/17 summer. This program provides information on the ecological health of these important areas.

Fish and bird surveys have been completed at Curl Curl Lagoon and Greendale Creek as part of a habitat study project. The project, in partnership with NSW Fisheries and the Curl Curl Lagoon Friends volunteers, will install artificial reef balls in the lagoon to improve fish habitat.

Council, in partnership with Roads and Maritime Service, has successfully completed upgrades at two pontoons in Seaforth; Powder Hulk Bay and Picking Point. Upgrades include installation of solar lighting, taps and showers to enhance boating on the Northern Beaches.

### **Stormwater Activities**

Council manages an extensive stormwater infrastructure network that includes pipes, pits, open channels and pollution control devices. Council has completed the initial integration of the three former stormwater asset management systems which means that stormwater infrastructure is mapped and logged in the asset management system from Manly to Palm Beach. This enables Council to manage risks in relation to stormwater and ensure that maximum benefit is derived from the works undertaken on stormwater pipes, pits, channels and pollutant traps. It also enables the optimisation of future works programs that maintain the assets in working order.

The renewal program for the stormwater system was delivered according to schedule. This included

remediation and re-lining of stormwater pipes in Brookvale and Collaroy which will extend the serviceable life of these assets. Investigations and minor works included the design for the replacement of pipes at Abbott Road, Curl Curl and in Howell Close, Newport to alleviate recent flooding issues.

Major stormwater upgrade works have been completed in Oaks Avenue and Pittwater Road, Dee Why. The installation of new pipes and replacement of a culvert will help reduce flood risks in the Dee Why Town Centre. Stormwater upgrade works are continuing in McPherson Street Warriewood. These works will help flood proof emergency evacuation routes from flood affected local areas.

### **Floodplain Management**

The integration of flood controls and flood mapping for the Northern Beaches area has been completed. This will provide a consistent strategy for the development of flood-prone land and will greatly assist people undertaking development by creating a simple and consistent approach. The new controls also mean that where flood risk is low, flood requirements have been minimised.

The application of standard flood mapping will be applied to studies including the Manly Lagoon Floodplain Risk Management Study and Plan; the former Manly Local Government Area Flood Study; the Mona Vale, McCarrs Creek and Bayview Flood Study and the Newport Flood Study. This means that the mapping is simplified and consistent across the whole Northern Beaches which will speed up assessment and ensures that controls will be applied consistently across the peninsula.

### **Bushland and Biodiversity**

Council continued its bushland management projects, including bush regeneration, maintenance and strategic projects. Council's biodiversity management involved pest, plant and feral animal control programs, operational management and other strategic biodiversity projects. Noxious and environmental weed control has been targeted on private and public lands.

Council has care, control and management of 17.18 hectares of bushland that are managed through a series of reserves. Extensive bush regeneration programs were delivered across the region using both contractors and bush regeneration staff. Some 73 volunteer groups worked across 82 Bushcare sites throughout the area contributing over 13,000 hours of bush regeneration work. Combining the efforts of our bush regeneration staff across the Northern Beaches is having a real impact and is value-

adding to the bush regeneration effort in bushland reserves.

Funding through the Rural Fire Service Fire Mitigation and Resilience Program supported on-ground fuel reduction works. Hazard reduction burns, undertaken by NSW Fire and Rescue were done in accordance with adopted programs. Hazard Reduction contracts for prioritised Council reserves and access and asset protection in high risk bushland areas behind private properties have been carried out during the year.

Council attracted and delivered numerous bush-care grants during the year including grants from the NSW State Government Weed Action Program and two Salty Communities Grants from the Sydney Coastal Council's Group for works at Fisher Bay and Dee Why Lagoon Wildlife Reserve. Three grants were received from the Greater Sydney Local Land Services for the 'Protection of Biodiversity of the Pittwater Spotted Gum Forest' on the Western Foreshores of Pittwater and Scotland Island, restoration works and a community spotlighting event within the swamp sclerophyll forest at South Creek and the control of vine weeds at Careel Creek, Avalon funded by the Greater Sydney Local Land Services (awarded to The Pittwater Natural Heritage Association in partnership with Council).

Two grants were received from the NSW Office of Environment and Heritage 'Saving our Species' program, and a further grant from the NSW Environmental Trust for the restoration of Coastal Littoral Rainforest within Cannes Reserve, Avalon.

### Threatened Species

Council has continued to work with the community and key stakeholders in 2016/17 to monitor, manage and protect our region's threatened flora and fauna. A cornerstone of the threatened species program was ongoing support of the Manly Penguin Wardens, who contributed over a 1,000 volunteer hours to create a safe nesting area for penguins at Manly Wharf. Key actions of the program included installation of infrared cameras under Manly Wharf to improve monitoring of penguin presence and behaviour for research purposes and ongoing enforcement of a Wildlife Protection Area at Manly Cove.

Council also continued to partner with North Head land managers to enhance our understanding of Manly's endangered bandicoot population through delivery of the Urban Long-nosed Bandicoot Urban Monitoring Program. Now in its sixth year, the program continues to provide vital insights into the health and behaviour of this special native marsupial.

Fauna monitoring programs at Ingleside have been developed over several years and this year they contributed to the understanding of Pygmy Possums, Giant Burrowing Frogs, Red-crowned Toadlets, Heath Monitors and Microbats within the heath vegetation community. This monitoring program is being augmented with the installation of nest boxes, which will continue in 2017/18.

Fauna survey and monitoring programs have also been undertaken within the Dee Why Lagoon Wildlife Refuge including seasonal bird surveys and the deployment and checking of nest boxes and remote wildlife cameras. Ultrasonic bat detectors were used to record the calls of various insectivorous Microbat species known to use habitats around the lagoon. Tree hollows which are critical resources for roosting, nesting and denning of native animals were surveyed and mapped. Numerous bat and bird species were detected along with the surprising observation of a Swamp Wallaby, an animal thought to have long since vanished from the refuge.

The management of threatened species also included monthly monitoring of population data of two recorded Flying Fox camps with the data provided to the C.S.I.R.O as part of the National Census Flying Fox count. Additionally, fauna monitoring and nest box projects were undertaken to identify and locate important habitat locations and record threatened species activities to help with on-going long-term management to protect our native wildlife both through staff and external consultancy works.

Council continues to apply stringent development controls to protect threatened species from the effects of development in our region, with over 900 development applications assessed this year.

### Pest Control

Council's existing fox control program (under the NSW Fox Threat Abatement Program) is ongoing as part of an integrated approach with Council and the NSW National Parks and Wildlife Service. In addition, Council assisted with the trapping of the European Red Foxes on the Northern Beaches as part of a research program with the University of Western Sydney. Trapped foxes were collared with radio tracking devices to monitor and map their movements. This research will provide information that can assist in reducing the impacts on native fauna and better manage control programs.

Council worked with Greater Sydney Local Land Services to release a new strain of the biological rabbit control. It is envisaged that future releases will reduce the populations of feral rabbits currently impacting upon the Northern Beaches. Other existing rabbit control programs continue



to control rabbits in Council's reserves across the Northern Beaches.

The weeds program has continued with targeted projects focused on controlling priority weeds along high risk pathways to protect key assets, which include threatened species. Council continues to work with the Department of Primary Industries on their Weed Action Program (WAP) to reduce the impact of weeds. This is guided by the NSW Biosecurity Strategy 2013-2021 and the NSW Invasive Species Plan 2015-2020.

Council has also been working with the Regional Weeds Committee to develop the Greater Sydney Strategic Regional Weeds Management Plan 2017-2022. The plan contains strategies and actions to achieve goals that focus on a shared responsibility for weed management, sustainable landscapes and collaborative leadership and innovation.

### **Community Sustainability and Volunteering**

Council has delivered a range of successful community sustainability programs during the period. These ranged from the well-attended Fauna Fair, celebrating Threatened Species Day, to Ocean Care Day and the Sustainability Hub at the Taste of Manly. The Brookvale Show 'Grow Your Own' stall, promoted small space gardening, citizen science with the Aussie Backyard Bird Count as well as a special guest appearance by Billy the Bandicoot.

The Summerama Program included Snorks and Talks at Cabbage Tree Bay, Dr Rip's Science of the Surf, guided walks and snake and spider safety workshops. Council supported the tenth anniversary of Earth Hour with a series of events including Solar Workshops for both local businesses and the community; a lantern workshop; night walks at Stony Range and the Warriewood wetlands; as well as events at Manly Cove.

The Bushcare volunteer program delivered bush regeneration at sites across the region and at Council's Community Nursery as well as supporting community events such as the Friends of Narrabeen Lagoon Catchment's Spring into Bushcare Festival. The announcement of a new community nursery at Curl Curl is an exciting venture for 2017/18.

The business community sustainability program has been highly successful this year. A pilot project with the Better Business Partnership saw 10 local businesses receive sustainability audits. Following the audit these businesses were provided with a tailored action plan for improving sustainability within their business.

The Hilltop to Headland business series continued this year, launching the first Northern Beaches Council Sustainability Business Network. There were 40 local business representatives that attended and were inspired by the key note speaker, Sarah Mandelson from Serendipity Ice Cream who described her company's sustainability journey.

World Environment Day was celebrated with a series of school visits and events such as rock platform excursions and a series of whale talks and story times celebrating the theme of Connecting with Nature.

The third community Environmental Perceptions Survey was undertaken and covered the entire Northern Beaches Council area. The results again highlight how much the community cares about our natural environment, especially the waterways and beaches, and protecting it for future generations. The survey showed that as a community we continue to do our part for the environment through our everyday actions.

Council exceeded its environmental engagement key performance indicator with 93% of engagement participants reporting an increased awareness of how they could live more sustainably.

### **Environment Centres**

Council's Coastal Environment Centre (CEC) provides hands on curriculum-linked field trips to early learning, primary school and high school students across the Northern Beaches and greater Sydney. Programs included 'Where the land meets the sea' for pre-school students, Connecting K6 to the Coast for primary school children, Coast to the Kids high school activities as well as the holiday suite of programs, Kids on the Coast. The CEC also partners with Universities to assist students with their studies in the unique coastal and estuarine location surrounding the Centre. This year, the programs have been delivered to over 9,000 students.

The CEC also supported educational and sustainability events throughout the year including the Peninsula Community of Schools Science Week, the Youth Eco Summit, Summerama, Hilltop to Headland, Earth Hour, Sustainability Hub at the Taste of Manly and World Environment Day.

Council's Manly Environment Centre (MEC) welcomes many overseas visitors, local tourists, day trippers, local residents, students and children. Staff and volunteers work with the community to help inspire sustainability by presenting a variety of events, talks and workshops.

The MEC offers internships and work experience opportunities for a range of overseas, regional and

local students in all fields of the environment and administration. Opportunities are available in local field work, administration, marketing, projects, research and events.

The MEC is also responsible for a number of events and programs including the Video Conferencing Hub - a suite of educational programs based around the local environment which is shared with schools Australia-wide as a curriculum-based learning program. The MEC also hosted the 12th annual Eco Awards in partnership with Manly Sea Life Sanctuary, delivered a range of activities to celebrate the 23rd Ocean Care Day, and contributed to the success of the Sustainability Hub at the Taste of Manly event.

### **Climate Change and Corporate Sustainability**

Council joined the NSW Office of Environment and Heritage, Sustainability Advantage Program and is utilising this program to assist it with the re-development of sustainability and quadruple bottom line policies, strategies and directions.

Council has completed the integration of its energy, water and emission monitoring data into a single platform. The new data management platform will enable improved understanding of resource consumption; improved management of built assets; a reduction in energy and water consumption and cost; the development of clear baseline data across the organisation; and will assist Council to unify energy, water and emissions policy and targets. The first Energy Saving Certificates payments for the upgrade of street and public lighting to more energy efficient models was received from the NSW Government's Energy Savings Scheme.

Northern Beaches Council was one of six councils that participated in Ku-ring-gai Council's Climate Wise Communities Extension Project that won the NSW Government category of the 2016 Resilient Australia Awards.

Council received a grant from Local Government NSW's Building Resilience to Climate Change program for the Building Resilience into Infrastructure Assets project. Council will be working with the Institute of Public Works Engineering Australasia to develop a practice note that will provide guidance on the Climate Change Impacts on Assets (an update to the Institute of Public Works Engineers Australia's Practice Note 12 – Useful Life for Infrastructure Assets). This grant will also include case studies in the area to demonstrate the application of this tool.





## Civic Leadership

### Access to Customer Service Centres across the Northern Beaches

Residents on the Northern Beaches have access to four Customer Service Centres between Avalon and Manly to make enquiries or do business with Council.

Since May 2016, the Customer Service Centres have responded to more than 200,000 calls and over 150,000 counter enquiries, with over 90% of calls and 99% of counter enquiries resolved at first contact. Telephone contact remains the primary way for customers to get in touch with Council, and the customer service team continues to deliver a high quality and prompt service.

As well as resolving general enquiries, the customer service team has processed more than 60,000 requests for service, such as garbage collections, tree inspections and pothole repair.

### A single beach/reserve parking sticker

Council implemented a single beach parking permit system across the Northern Beaches, allowing ratepayers and members of our community to park at 40 different beach and reserve locations, including Manly Dam, and with parking restricted to four hours along Manly beachfront.

### Customer Satisfaction and Feedback Survey

Council benchmarks its service standards to ensure consistent service delivery that meets the needs of the community. This allows Council to;

- measure customer satisfaction
- improve on operational day to day activities and service quality
- undertake targeted programs and initiatives based on customer feedback and suggestions.

Since May 2016, Council has surveyed over 4,000 customers that have had a direct and recent experience with an overall approval rating of 79%. Customers cite ease of contact, staff knowledge and timely service as key positive indicators.

### Customer Experience Strategy

Crucial to creating and fostering a service culture across the Northern Beaches Council, Council has developed an overarching Customer Experience Strategy with programs and tools to ensure staff maintain a commitment to a strong service focus and have the skills to engage with customers in a clear, effective and consistent manner.

The strategy outlines a high level, five-year road-map aimed at ensuring Council focuses on customer outcomes at the beginning of a task, process or project, and that staff consider

customer needs when they develop options and select a preferred option based on a balanced analysis of business, operational and customer requirements.

### Customer Service Charter

Council has clear benchmarked standards and performance indicators in place, dealing specifically with timely response to customer issues and requests for service. Council also measures the quality and value of the work undertaken. These service standards are outlined in the Northern Beaches Council Customer Service Charter and define the service approach customers can expect from Council across the various forms of customer contact offered.

### One phone number

Council has implemented a new single phone number. With phone contact representing 66% of the way customers first make contact with Council, ease of access to the whole of Council is important. Council's new telephone number is easy to remember - 1300 434 434 - and the three former Council phone numbers will be phased-out over time.

Council has arranged that customers calling this new 1300 number from a landline will only pay the cost of a local call. Customers calling from a mobile phone pay as per their mobile provider's contract.

### Northern Beaches Council Implementation Plan

An Implementation Plan was developed to guide the merger of the three former Councils into the new Northern Beaches Council. The Implementation Plan provided a framework for integration, to ensure that the process of building a new organisation was well organised and carefully considered and was effectively communicated to staff and the community. The implementation plan established the strategic direction for the new Council for the period up to the September 2017 election and progress is regularly reported to the NSW Government's Department of Premier and Cabinet.

Looking to the future, Council will continue to build on the significant progress already made towards transformation. Council will continue to be guided by, and monitor progress against the Stronger Council's Framework as defined by Department of Premier and Cabinet. The framework provides a basis for evaluating transformation progress against five key elements:

- Strategic capacity
- Outstanding service provision

- Robust community relationships
- Strong performance
- Sound organisational health

Council's focus is on creating an innovative and high performance organisation with the vision of "Delivering the highest quality service, valued and trusted by our community" as the cornerstone of what it does.

### Determinations of Development Applications

Council has harmonised the processes for determining Development Applications (DAs) into one of three determination panels based on standardised criteria which include cost of works and objections received.

Complex applications will be referred to the Northern Beaches Independent Assessment Panel (NBIAP). The new criteria will see the NBIAP review DAs where the estimated cost is greater than \$2 million and where there are three or more unresolved objections.

A single internal staff panel, known as the Development Determination Panel (DDP), has also been created to determine DAs. The DDP will determine applications, with an opportunity for interested parties to make representations on the Council's assessment report and recommendation prior to the meeting.

Applications that do not meet the triggers for the NBIAP or DDP will be determined under delegated authority by the DA Manager.

### Development Application (DA) Service Integration Program

This Program will deliver a more efficient and cost effective DA Service to the Northern Beaches Community. The DA Service Integration Program was adopted by Council at its meeting of 27 June 2017. The DA Service Integration Program has involved significant community engagement to ensure that it provides consultation in line with community expectations.

### Development Application Management Policy

The DA Management Policy provides applicants and the community with clarity and certainty around Council's expectations for DAs. The Policy encourages greater consultation and communication with Council prior to lodging DAs and clearer guidelines for handling non-compliant DAs and those with insufficient information.

### Development Control Plan (DCP)

A single set of controls for the exhibition, advertisement and notification of applications and submission consideration has been adopted by Council and inserted into all DCPs to replace the former controls.

### Community Engagement

Council is committed to maintaining a high level of community engagement to ensure that residents and key stakeholders have an opportunity to be involved in the decision making process. The former Councils were committed to community engagement and each had its own policies based on similar principles.

The Community Engagement Policy and Matrix was adopted by Council in February 2017. The Policy and Matrix are based on the principles of the Institute of Public Participation (IAP2).

Council continues to implement a diverse range of programs to engage the Northern Beaches community in Council activities. The 11 Strategic Reference Groups prepared their strategic papers and contributions which will be presented to Council. The Local Representation Committees and Implementation Advisory Group both of which were established to provide advice to the Administrator on implementing the new Council and to provide advice on local views and issues, have continued to provide valued input into projects and directions for the business.

### Project engagement for the year included:

A range of projects were also consulted on more broadly with the community including:

- Church Point Upgrade
- Palm Beach Parking Demand Strategy
- Palm Beach Walkway
- Palm Beach Landscape Master Plan
- Pittwater Waterway Review
- Dee Why Town Centre – Phase 1 Streetscape Improvement
- Hospital Precinct Structure Plan, Frenchs Forest
- Ingleside Precinct Structure Plan
- Freshwater Coastal Open Space Master Plan
- Disability Inclusion Action Plan
- Community Strategic Plan
- Sportsgrounds Discussion Paper
- Our Community, Our Identity Project
- Affordable Housing Policy

### Community Consultation Database

Council is continuing to build its community engagement database and had over 19,354 contacts on the register at the end of June.

### Survey

The annual community satisfaction telephone survey was conducted in June with a random sample of 750 Northern Beaches residents. The results of the survey will be available in August 2017.

### Draft Community Strategic Plan – Shape 2028

The Northern Beaches Draft Community Strategic Plan (CSP) – Shape 2028 was endorsed by Council on 27 June 2017 for further exhibition (Stage 3) and input to Council's future Delivery Program.

The Draft CSP was the culmination of 10 months of extensive community engagement (Stages 1 and 2) with community members, Strategic Reference Groups and Local Representation Committees, since the new Council was established.

Community engagement commenced in September 2016 - four months after the creation of the Northern Beaches Council. It was an opportunity for Council to hear from the community and understand their vision for the future, goals and aspirations for the area.

The Draft CSP contains eight outcome areas, with 22 goals developed, and 72 strategies framed to meet expectations of the community, and with reference to the requirements of the Local Government Act 1993 and Integrated Planning and Reporting requirements.

### Operational Plans 2016/17

The Operational Plan 2016/17 was prepared and adopted by Council on 7 July 2016 to cover an extended period of nearly 14 months, from 13 May 2016 (post-amalgamation) to 30 June 2017. The Proclamation required Council to adopt an Operational Plan for 2016/17 by 1 August 2016.

The Plan comprised a consolidated budget and separate appendices detailing the programs and projects by former Councils, as well as Fees and Charges applying from 1 August 2016 to 30 June 2017.

### Governance

The first meeting of the Northern Beaches Council was held on 19 May 2016, one week after the date of proclamation. There have been 24 Council meetings (15 ordinary and eight extraordinary Council meetings) with the locations of the meetings alternating between the chambers at



Dee Why, Manly and Mona Vale. All agendas and minutes were made available electronically on Council's website and an online interactive Requests to Address Council portal for Council meetings was established. To ensure a culture of transparency and accountability, all Council meetings were webcast.

At the 22 November 2016 Council Meeting, the Code of Meeting Practice was adopted. This Code provides for framework for Council and Committee meetings which are orderly, efficient, display open government, allow access and participation by the community and uphold standards which promote and contribute to the democratic process.

Governance and administration arrangements were established for the Implementation Advisory Group and the Local Representation Committee comprising former Mayors and Councillors. Governance and administration support was also established for 11 Strategic Reference Groups.

A policy framework management standard was developed including the creation of policy templates and a major review of Council's 94 policies to ensure consistency with relevant legislation and community expectations.

#### **Complaints Management**

Council is committed to dealing with complaints promptly, fairly and genuinely. Council also views complaints and compliments as an improvement opportunity and uses the information to assist in identifying and improving policies, systems and services.

#### **Enterprise Risk**

Council is committed to delivering a business resilience framework.

A priority through the amalgamation has been to identify transitional risks and manage these in a systematic manner.

Council has been monitoring and managing its risks through strategic and operational risk registers which were established immediately after amalgamation and has continued to refine and monitor its risks, with appropriate controls and action plans to address risk in place.

#### **Internal Audit**

An Audit, Risk and Improvement Committee was established and meets quarterly. The Committee ensures that there is an adequate and effective system of internal control throughout Council, and assists in the operation and implementation of the Audit Plan.

#### **Preparation for Local Government Elections**

Planning for the Council elections in September 2017 is well underway as well as arrangements for the induction of the 15 newly elected Councillors. This includes information briefings for potential candidates in July, outlining the business and structure of the Council as well as outlining some of the priorities under the draft Community Strategic Plan 2028.